

Summary | Strategic Priorities Plan 2021-25

VISION

The Halifax Regional Municipality's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and a sustainable environment.

MISSION

We take pride in providing high-quality public service to benefit our citizens.
We make a difference.

VALUES

- Respect
- Collaboration
- Diversity & Inclusion
- Integrity
- Accountability
- Sustainability
- Evidence-Based Decision Making

COUNCIL PRIORITIES

PROSPEROUS ECONOMY

A prosperous, welcoming and growing economy positions the municipality as a residential, business and tourism destination of choice, with economic opportunities for all.

COMMUNITIES

The municipality boasts strong social equity through meaningful engagement to build safer and more inclusive communities for all.

INTEGRATED MOBILITY

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

ENVIRONMENT

Leadership in climate change action and environmental protection – both as an organization and a region.

ADMINISTRATIVE PRIORITIES

RESPONSIBLE ADMINISTRATION

The municipality enables appropriate stewardship of municipal affairs by being well-managed, financially prepared and community-focused.

OUR PEOPLE

The municipality is committed to diversity, inclusion and equity, and providing an engaging, healthy and safe work environment.

SERVICE EXCELLENCE

The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.



Council Priorities & Outcomes



Prosperous Economy

A prosperous, welcoming and growing economy positions the municipality as a residential, business and tourism destination of choice, with economic opportunities for all.

Economic Growth

Economic opportunities are seized to promote and maximize balanced growth, reduce barriers for businesses, support local economies and showcase the region's strengths to the world.

Holistic Planning

Housing and employment growth is directed to strategic locations across the region in support of our community goals to build healthy, well-serviced and connected communities.

Talent Attraction, Retention & Development

A global and welcoming community that attracts, retains, and develops talent.



Communities

The municipality boasts strong social equity through meaningful engagement to build safer and more inclusive communities for all.

Safe Communities

Residents and visitors feel safe and are supported by a network of social and transportation infrastructure and proactive and responsive community safety services.

Involved Communities

Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational and civic opportunities.

Inclusive Communities

Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.

Affordable Communities

The municipality demonstrates leadership and fosters partnerships that provide access to a range of quality, affordable municipal amenities and services, including housing options, in safe vibrant communities.



Integrated Mobility

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

Connected & Healthy Long-Range Mobility Planning

The mobility network supports active living, growth and development, linking people and communities with goods, services and opportunities whether walking, rolling, cycling, using public transit and/or driving.

Safe & Accessibility Mobility Network

A well-maintained network supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.

Affordable & Sustainable Mobility Network

A responsible investment approach that maximizes the use of existing mobility infrastructure and aligns with climate and social equity goals.



Environment

Leadership in climate change action and environmental protection – both as an organization and a region.

Net-zero Emissions

Achieve net-zero municipal operations emissions by 2030 and strive for community-wide emission reductions of 75 per cent by 2030 and net-zero by 2050.

Climate Resilience

Communities, infrastructure, and natural systems are prepared to withstand and recover quickly from climate impacts.

Protected & Sustainable Environment

Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.

Key Focus Areas 2024/25 | Council Priorities



Prosperous Economy

Coordinate priority planning in environmental, social, and economic areas including the Regional Plan Phases 4 and 5, Suburban Plan, Green Network Plan, Integrated Mobility Plan, Halifax's Inclusive Economic Strategy 2022-2027, the African Nova Scotian Road to Economic Prosperity Action Plan, Industrial Land Supply and Burnside Park Expansion and Tourism Master Plan.

Increase housing supply via fast residential permitting and approvals, planned growth areas, future serviced communities and the Housing Accelerator Fund.

Support affordable housing via the Rapid Housing Initiative, Affordable Housing Grants, the Surplus Land Program, Inclusionary Zoning and the Community Land Trust Study.

Transform infrastructure and support regulatory improvements including the Cogswell Redevelopment and the building code by-law review.



Communities

Support community safety by developing the Public Safety Strategy 2023-2026 Evaluation Framework, implementing the Policing Transformation Study recommendations, reviewing the Emergency Management Plan and delivering the Wildland Urban Interface Strategy.

Increase inclusivity and remove barriers by developing the Indigenous Services Strategy, conducting accessibility audits, refining the Social Value Framework and evaluating inclusion supports within recreation programming.

Support community involvement including implementing the Culture and Heritage Priorities Plan, the Halifax Public Libraries Strategic Plan, recreation facilities planning, the Rural Parks & Recreation Strategy and developing a Senior Service Plan.

Implement affordability and social supports including the Framework to Address Homelessness, Affordable Access Review recommendations and JustFOOD.



Integrated Mobility

Deliver transportation initiatives such as the Active Transportation Priorities Plan review, the Rural Sidewalk Program functional planning, implementation of the Shared Micromobility Pilot Project and coordination with the Joint Regional Transportation Authority.

Support a sustainable multi-modal transportation network by developing Major Strategic Multi-Modal Corridors per the Regional Plan and by implementing the Rapid Transit Strategy and the final phase of the Moving Forward Together Plan.

Increase transportation network safety and accessibility by updating the Road Safety Strategy, drafting the Halifax Transit Safety Program Plan and installing operator safety barriers on Halifax Transit buses.



Environment

Increase climate leadership through engagement and partnerships.

Reduce emissions by implementing the Zero Emission Bus Project and Electric Vehicle Strategy, decarbonizing municipal buildings, and promoting net-zero new construction.

Increase resilience to climate impacts by conducting Hazard Risk Vulnerability Assessments, executing the Integrated Stormwater Management Framework and developing a flood risk reduction strategy with Halifax Water, finalizing climate mapping, and completing adaptation projects.

Support protected and sustainable environments by updating the Urban Forest Management Plan and Solid Waste Strategy, aligned with HalifACT, completing State of the Lakes report, continuing environmental reviews of planning projects, park naturalization and the Blue Mountain Birch-Cove Lakes National Urban Park.

Administrative Priorities & Outcomes



Responsible Administration

The municipality enables appropriate stewardship of municipal affairs by being well-managed, financially prepared and community-focused.

Well-Managed

Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.

Financially Prepared

Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.

Community-Focused

Residents are engaged in the development of public policy and plans.



Our People

The municipality is committed to diversity, inclusion and equity, and providing an engaging, healthy and safe work environment.

Engaged & Skilled People

People are engaged and have the required skills and experience to provide excellent service to our communities.

Diverse, Inclusive & Equitable Environment

Diversity, inclusion and equity are fostered to support all our people in reaching their full potential.

Healthy & Safe Workplace

A commitment to health, safety and wellness is demonstrated to our people.



Service Excellence

The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.

Exceptional Customer Service

Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.

Innovative Performance Excellence

Current and future needs are met through forward thinking, innovation and collaboration.



Responsible Administration

Ensure good governance by executing the 2024 Municipal Election, consulting on the 2026-2030 Strategic Plan design, implementing an Enterprise Risk Management Framework, establishing a governance framework for the periodic review of municipal by-laws, administrative orders and policies and strengthening disaster recovery capabilities and business continuity.

Steward resources to sustainably manage and fund growth by developing the Fiscal Sustainability Strategy, Long-term Capital Funding Framework and Asset Management plans, implementing the Tax and Fee Revenue Strategy and delivering on capital projects.

Focus on community engagement by launching the revised Community Engagement Strategy and executing the 2024 Resident Survey.

Continuous improvement through implementing recommendations from the municipal Auditor General and furthering performance management plans.



Our People

Develop the Talent Strategy and Workforce Planning Model supported by integrated human resources data.

Develop employees via Aspiring Leaders, Evolving Leaders and a refreshed Mentorship and Success(ion) Planning programs and the Learning Management System.

Support employee engagement and retention by refreshing the Total Rewards Strategy and the Employee Recognition Program.

Build and promote a diverse, inclusive, and equitable culture by implementing the Diversity & Inclusion Framework and Duty to Accommodate Policy and executing the Gender Equity, French Services, Accessibility, Anti-Black Racism, Immigration and Indigenous Services Strategies.

Support safe and secure work environments by conducting employee wellbeing assessments and implementing the Respectful Workplace Program, Corporate Safety Strategy and security plans.



Service Excellence

Provide proficient public service through policy modernization and coordination and by implementing the Diversity, Equity, Inclusion and Accessibility Guidelines for Council Reports.

Execute the Information Technology Strategic Plan including reviewing cybersecurity practices and Security Awareness Program expansion.

Improve customer service through halifax.ca governance and Content Management Model updates, implementing the Telephony and Workforce Management System, Fare Management Phase 2, enhanced housing and permit transparency with intelligent dashboards and Open Data and improved CityWorks Work Order and Asset Registry process.

Execute performance excellence initiatives including asset management maturity and automation, Geographic Information Systems Strategy refresh, improved Transit Technology, new recreation management software and improved performance excellence reporting.

